

- **Increasing affordable housing opportunities.** In 2002, worked to secure passage of an \$86 million Housing Levy that will support affordable housing for more than 2,000 households. In 2003, awarded \$15 million to support the development or preservation of more than 220 affordable rental housing units in neighborhoods throughout the city.
- **Furthering social justice.** Provided help to small and disadvantaged construction contractors through the Contractors' Development and Competitiveness Center. The City launched a comprehensive strategy to increase police accountability and reduce the potential for racial profiling by expanding police advisory councils, securing funding to put cameras in police cars, keeping records for all police stops, and much more. The Mayor directed City departments to increase their emphasis on cultural and social issues and made Neighborhood Matching Funds more accessible to immigrants, people of color and the poor.
- **Making City services more accessible.** Keeping Neighborhood Service Centers open on evenings and weekends; and created 684-CITY, a one-stop, easy-to-remember phone number for service requests and complaints about City government.
- **Targeting services for young people.** The Mayor launched a Youth Initiative that will target City funds to programs that achieve the specific results of improving school readiness, and ensuring the health and safety of the city's children.
- **Serving the needs of seniors.** Expanded Senior Farmers Market Program to provide fresh fruit and vegetables to nearly 1,500 low-income seniors in 12 neighborhoods throughout King County. Provided training and support to unpaid family care givers of older and disabled adults in Seattle and King County - enabling 7,800 clients to receive services and to remain in their own homes an average of 26 months.
- **Cleaning up Green Lake.** Secured funding for alum treatment to keep a popular lake safe for swimmers.
- **Keeping neighborhoods clean.** Launched Clean Seattle project to bring City workers and neighbors together to clean up parks and streets. In 2003, the City conducted 12 neighborhood cleanups, involving more than 1,500 volunteers, collecting more than 8 tons of litter and repairing nearly 2,000 streetlights.
- **Protecting water quality.** Completed a \$10 million drainage project one year ahead of schedule, building three new storm water detention ponds at the Jackson Park Golf Course to reduce storm water runoff, flooding and erosion, and improve wildlife habitat in the north branch of Thornton Creek, helping fish and downstream property owners.
- **Securing reservoirs.** The Mayor proposed burying seven reservoirs throughout the city to provide open space, improve water quality and enhance security for the community's water supply. The Lincoln Reservoir on Capitol Hill is the first one scheduled to be buried.
- **Reducing Waste.** Launched a program to increase recycling in apartment buildings, distributing 100,000 blue reusable polyethylene recycling bags to individual apartment and condo units throughout Seattle.
- **Environmental Stewardship.** The Mayor launched his Environmental Action Agenda during Earth Week in 2002. As a reflection of Seattle's commitment to environmental stewardship, the City won the EPA Climate Protection Award, which recognizes exceptional leadership and technical achievements in protecting the Earth's climate. Negotiated an agreement with the Bonneville Power Administration (BPA) that adds nearly 600 acres of land to the Cedar River Watershed.



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Mayor Greg Nickels took office in January 2002, with a determination to restore public confidence in City government. He launched a 100-Day Agenda to make immediate progress on transportation, public safety, jobs and building strong, healthy communities. His "get it done" list was created for one purpose only: to make a difference in the lives of the people of Seattle.

The Mayor put Seattle City Light on a path to recovery and eventual reduction of rates. He led a coalition to build support for replacing the Viaduct and he pushed an aggressive jobs program that attracted new investment in South Lake Union, Northgate, the University District and the Rainier Valley. A deepening recession created challenges for City finances, but the Mayor vowed to not let revenue problems get in the way of making progress on his essential priorities.

A person with a passion for local government, the Mayor has worked side-by-side with City work crews, picked up litter with neighborhood activists, joined firefighters for dinner at their stations, rode with police officers, and reached out to community groups across the city.

Here are a few examples of the progress on the Mayor's four priorities:

*"It's all coming together with progress on light rail, monorail, and replacing the Viaduct."*  
**GET SEATTLE MOVING**

- **Replacing the Viaduct.** Mayor Nickels was a leader in the coalition to win approval of \$177 million in state funding for the Viaduct and seawall. The Mayor also worked with Sen. Patty Murray to secure \$400,000 in federal funds to pay for the first steps in replacing the seawall and \$1 million for replacement of the Viaduct.
- **Breaking ground for light rail.** In 2002, the City issued permits to clear the site for a Sound Transit operations and maintenance base in south Seattle to accommodate light rail. In 2003, ground was broken and \$75 million in federal funds was secured for light rail, marking the start of a 21st century transportation system and the creation of thousands of jobs.
- **Starting Bus Rapid Transit.** Installed Transit Signal Priorities at 14 locations in the Aurora Avenue North corridor to support eventual implementation of Bus Rapid Transit.
- **Making parking easier.** Mayor Nickels and the Seattle Department of Transportation introduced new parking meter technology that will allow people to pay for parking with credit or debit cards. Bags of quarters will be a thing of the past. The new meters will start appearing in downtown Seattle in 2004.
- **Restoring Neighborhood Street Funds.** In 2002, the Mayor restored funding for 28 Neighborhood Street Fund projects that were previously awarded but whose funding had been cut.



- **Fixing potholes.** The City established a pothole hot line (684-ROAD) and the Pothole Rangers filled holes within 48 hours.
- **Easing city traffic.** Eighty miles of Seattle streets were resurfaced, including Rainier Avenue South. The City optimized signal timing at 103 locations around Seattle, as well as filled seven areaways and restored two structural sidewalks in historic Pioneer Square. The City also launched a new online Traffic Management Center to keep commuters in touch with driving conditions across the city.
- **Moving freight.** The Mayor created a Transportation Management Association in Seattle’s industrial area to lessen bottlenecks in zones with high freight traffic. The City replaced damaged and missing truck route signs and added new truck route signs throughout the city to assist drivers moving goods.
- **Taking care of bridges.** The 73-year-old Princeton Bridge was replaced, connecting five neighborhoods with the Sand Point Way corridor and adjacent businesses. Two major bridges were painted - Cowen Park Bridge and the 20th Avenue Northeast Bridge over Ravenna Park.
- **Getting a new Monorail.** The Mayor advocated for the Monorail, helped win voter support for the project, and sent legislation to the City Council to accelerate design and construction.
- **Green, clean fleet.** In 2003, the Mayor launched the City’s Clean, Green Fleet Action Plan, aimed at reducing air pollution by purchasing fewer and cleaner vehicles, and reducing diesel emissions. As part of this plan, more than 150 vehicles were cut from the City’s fleet.
- **Reducing traffic in downtown Seattle.** The Mayor has begun an effort to add more housing, parks and other amenities to make downtown more livable and walkable. As more people live and work downtown, traffic congestion diminishes, as Vancouver, B.C. has found.

*“We are making Seattle the most prepared city in America.”*  
**KEEP OUR NEIGHBORHOODS SAFE**

- **Improving fire facilities.** The Mayor led the coalition in support of a \$167 million Fire Facilities and Emergency Response levy approved by Seattle voters. Levy funds will renovate 32 fire stations, acquire a new fireboat, rehabilitate the “Chief Seattle,” create a new Training Facility and build a new Emergency Operations Center, among other things.
- **Increasing emergency preparedness.** The Mayor created an Emergency Preparedness Bureau to better coordinate critical functions necessary to planning for and managing emergencies. In May of 2003, Seattle participated in TOPOFF2, the largest international anti-terrorism exercise in history. More than 1,200 police, fire, and other City employees participated in this weeklong event, which tested our ability to respond to a simulated dirty bomb explosion in south Seattle.
- **Securing homeland security grants.** In 2003, the greater Seattle area received Urban Areas Security Initiative grants from the Department of Homeland Security. Approximately \$29 million will be used to increase security efforts in our area. Seattle’s share of the grant money totals nearly \$20 million.
- **Improving training.** The police department created a new three-day training program for sergeants and first-line supervisors, and expanded the number of officers and sergeants who participated in the “street skills” training program.
- **Recognizing excellence.** The Seattle Police Department received national accreditation from the Commission on Accreditation for Law Enforcement Agencies. Of the 25 largest cities in the nation, Seattle’s police department is one of four to win recognition for its policing, procedures and training.
- **Strengthening partnerships between police and community.** The Southwest Precinct Police Station opened in March 2003, bringing police officers closer to the people they serve in Delridge, West Seattle, South Park and Georgetown.



- **Expanding alcohol impact areas.** A new Alcohol Impact Area was designated for Pioneer Square. The mayor then set boundaries for two new alcohol impact areas in the central core and University District. These two new areas account for most of the alcohol-related calls to the police and fire departments.
- **Strengthening partnerships between the City and businesses.** In the spring of 2003, the City launched the Business Emergency Network (BEN) to provide two-way communication with the business community during a disaster.

*“We’ve cleared the way for great new jobs and economic growth.”*  
**CREATE JOBS AND OPPORTUNITY FOR ALL**

- **Clearing the logjam at Northgate.** Mayor Greg Nickels proposed, and members of the Seattle City Council passed, a momentous agreement on Northgate that clears the way for a potential \$100 million in public and private investments, new jobs and new tax revenues for the City. The agreement also creates greater citizen involvement in future planning.
- **Changing City’s relationship to University of Washington.** Mayor Nickels led the way to improve the City’s relationship with the UW and unleash new investment in the University District. The 25-year-old “lease lid” is gone and there will be new housing and public safety improvements.
- **South Lake Union.** Studies released in early December 2003 show a revitalized South Lake Union could create as many as 39,000 new jobs citywide by 2025, generating \$16 million a year in new revenue to fund City services.
- **Helping small businesses.** Established a small-business advocate to assist small- and medium-sized businesses with City permitting and regulatory processes.
- **Streamlining permits.** Streamlined construction permits, reduced wait-time to file a permit and review permit applications, and established a one-stop Master Business License in partnership with the State.
- **Helping Pioneer Square and the Rainier Valley.** Proposed legislation, which the Council approved, funding earthquake repairs in Pioneer Square. The measure will provide more than \$17 million in federal grants. Worked to establish the Rainier Valley Community Development Fund to assist businesses impacted by light rail construction.
- **Renewing Broadway.** Developed the Broadway Revitalization Plan; expanded the City’s façade improvement program to Broadway businesses; provided funding for winter lighting and decorations on Broadway, a visitor center for Capitol Hill, and a tourist map for Capitol Hill; completed the Broadway Market & Development Financial Feasibility Analysis; continued work with Capitol Hill Improvement District to provide cleaning and security services; and partnered with Capitol Hill Business Summit group to address parking and retail concerns of businesses on Broadway.



*“Our goal is to make sure every person has a home.”*  
**BUILD STRONG FAMILIES AND HEALTHY COMMUNITIES**

- **Helping working families.** Funded more than 30 down-payment assistance loans for lower-income households. Enrolled 2,816 Seattle households in “Help for Working Families,” a State program to help low- and moderate-income working families understand and apply for benefits such as food assistance, childcare subsidies and medical coverage for families.